YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF COMMERCE

THE EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION IN STEEL MILLS OWNED BY MYANMAR ECONOMIC CORPORATION (MEC)

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NOVEMBER, 2019

The effect of Leadership Styles on Job Satisfaction in Steel Mill Owned by Myanmar Economic Corporation (MEC)

This Research Paper is submitted to the Board of Examiners in partial Fulfillment of the Requirements for Degree of Master of Commerce

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Master of Commerce (2018-2019)

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ABSTACT

This study aims to identify the leadership styles of leaders in Steel Mills owned by Myanmar Economic Corporation (MEC) and to explore the effect of leadership styles on job satisfaction. Leadership styles included transformational leadership, transactional leadership, work-oriented leadership, and people-oriented leadership styles. And job satisfaction includes empowerment, fringe benefit, co-worker, supervision, communication, contingent reward, and health and safety. The data was collected from two steel mills owned by MEC with the sample size of 30 managers and 115 employees. This study used descriptive statistic, correlation and regression analysis. The leaders responded about their practices of leadership styles. The subordinates responded about their perception of leaders' leadership styles and the effect of leadership styles on job satisfaction. The results found that leaders most practice work-oriented leadership style and subordinates are more satisfied to the fringe benefits and empowerment. However, this study found that the more leaders practice transformational leadership style, the more employees' satisfaction according to regression analysis. Leaders of steel mills owned by MEC should gradually change to transformational leadership skills though training and experience and seek sound leadership style in the future.

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LIST OF ABBREVIATIONS

MEC	Myanmar Economic Corporation
UMEHL	Union of Myanmar Economic Holdings
ASEAN	Association of Southeast Asia Nations
SEAISI	South East Asia Iron and Steel Institute
NIHL	National Industries Holding Limited
CCM	Continuous Casting Machine
PCC	Precipitated Calcium Carbonate
HTBNW Plant (Ywama)	High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

CHAPTER I
INTRODUCTION

Leadership is a process by which aleader can direct, guide, manage, and influence the behavior and work of others towards accomplishment of specific goals in a given situation and time. Leadership is that the ability of a frontrunner to induce the subordinates to figure confidently and zeal.Leadership is that the potential to influence behavior of others within the work. Leader square measure needed to develop future visions, and to inspire the structure members to need to realize the visions. There is agreement inside the literature (Maritz, 1995; Bass, 1997) that management is a important factor in the success or failure of an agency; amazing corporations begin with great management, and a success groups mirror their management.

The importance of leadership refers to the fact that the successfully achievements of an organization are heavily depended on the quality of its leaders in managing level. These leaders play a major role in making decisions and instructions that determine organizational objectives and how these objectives can be achieved. Their moves are critical in influencing the conduct and ability of the company's members (Williams, 1978).The drive to globalize implies that global organizations need leaders with a global outlook and well-educated. Next generation leaders must work effectively with diverse organizations within and outside their workplace. Not only is the workforce becoming more diverse by gender, age, ethnicity, colors, and cultural background, but leaders also must deal with bewilderingly dispersed and diverse stakeholders. These factors are combining to produce an surroundings this is rich in management demanding situations (MeenaSurie Wilson and Emily Hoole, 2011, Vikalp).

Leadership has been regarded by academicians and practitioners as the most critical topic within the area of organizational conduct (Rahim 1981). In fact it is taken into consideration to be an important view of a success management. Furthermore it's been argued that without leadership, successful control can't be feasible (Steers, 1981).There are many elements that make a good leader, however, one of the critical qualities is leadership. Leadership and management should go hand in hand, however they're not an equivalent factor within

the atmosphere. Leadership and management area unit complementary, however it's necessary to know however they dissent. Leadership is regarding vision and innovation, whereas management is regarding maintenance of excellence customary. A pacesetter innovates and a manager administrates on the innovation. A pacesetter focuses on people and conjures up the workers, a manager focuses on systems and structure of the work. Leadership is that the art or method of influencing workers to perform appointed works volitionally, with efficiency, with efficiency, and aptly. While not leadership, a manager merely can not be effective.

Job satisfaction refers to the overall behavior shown by an individual regarding her or his job that reflects the appropriateness of what's attained and what's believed to be attained in his geographical point. Job satisfaction is a critical aspect in doing production jobs in view that it's miles the connector between the managerial workforce and employees to determine the benefits for employees (Yudiawan, Setiawan, Irawanto, &Rofiq, 2017, p. 171). Job satisfaction can be broadly described because the quantity to which personnel are content with their jobs (Mester et al., 2003:72). A fundamental leap forward into information process pleasure changed into through the Hawthorne research (Olson, Verley,Santos and Salas 2004:23). Findings of the study discovered that smart operating conditions increased job satisfaction levels among workers within the geographical point. Findings additionally discovered that workers work for functions apart from pay; and moods and emotions square measure core building blocks that type the emotional component of employees' job satisfaction. Job happy workers show higher levels of commitment to their jobs and organizations.

Steel industry is one in all the key industries for the event of any community. In fact, it's very the bottom for varied industries that might not are established while not industry. The industry grew out of the necessity for stronger and additional simply made metals within the world. Technological advances in steel creating from the nineteenth century to browse these days. Low quality steel causes dangers to the surroundings. For leaders, creating the workers job satisfaction isn't a straightforward task within the organization together with steel mills.Only good Leaders therefore can provide job satisfaction.This study will explore the effect of leadership styles, which include transformational leadership,transactional leadership, work-oriented leadership, and people-oriented leadership; on job satisfactionin Steel Mills owned by Myanmar Economic Corporation (MEC).

1.1 Rationale of the Study

Myanmar's producing sector has swollen by leaps and bounds in these days, with its contribution to total gross domestic product rising from eleven.5% in 1989 to thirty five.4% in 2017. Myanmar has recently developed 3 major special economic zones to cater for the necessity of this sector; particularly Dawei Special Economic Zone, Thilawa Special Economic Zone and Kyauk Phyu Special Economic Zone. Myanmar's gross domestic product rate of 6.842% in 2017 was even above the quickest growing economy in ASEAN (SEAISI 2019).

Steel demand in Myanmar comes principally from the increasing construction sector. Myanmar's economic development is predicted to drive additional infrastructure and construction comes within the short-to-medium term. Steel consumption per capita in Myanmar has hyperbolic from 11.4 kg in 2000 to 21.9 kg in 2011 (SEAISI 2019). In keeping with POSRI, Myanmar's steel demand per capita is predicted to succeed in 58.7 weight unit in 2020, 83.8 weight unit in 2025 and increasing within the future. This is often supported the expectation that Myanmar's steel demand can still expand at a mean rate of growth of eight percentper year within the future. This suggests steel demand within the country may exceed three million tons in 2020, reach five million tons in 2025 and ten million tons in 2030.

Total production capability is a smaller amount than 1,000,000 tons a year, with around 400,000 tons per annum capability of billet production and around 500,000-600,000 a lot of long steel rolling capability from government sector, MEC and different personal steel mills. During this production, coated sheet steel capability is around 300,000-500,000 tons per annum. As a result, Myanmar still has got to trust heavily on steel import to meet its growing demand from neighbor countries. In 2017, 30% of total import was within the variety of bar, followed coated sheet and its quantity is 20 %. Import of section, and pipes and tubes registered a share of 12% from import. Total finished steel import was calculable to register nearly 2.5 million tons in 2015. Hence, Myanmar seeks foreign investments to develop steel sector within the country.

Myanmar Economic Corporation (MEC) may be a similar government body. MEC is operated below the Ministry of Defense'sDirectorate of Defense Procurement. It is the foremost dominant producer of the iron and industry in Myanmar. The Corporation operates a complete of 5 major steel mills with total

capability of 850,000 tons each year.In MEC, the management practices are different as that of others private businesses but with the passage of time a lot of improvement has been seen. Hence, MEC was chose to study. To compete the foreign investors and imported steels, to achieve more productivity and to meet the target market needs;there is a continuous need to retain competent and highly satisfied staffs in order to meet this requirements and to compete imported steels. High level of employees' job satisfaction requires strong leadership tactics, especially in the MEC.

Leadership style is an important determinant of employees' job satisfaction especially in Myanmar Economic Corporation because its management system is different from other businesses. The reactions of employees to their leaders will usually depend on the characteristics of the employees as well as on the characteristics of the leaders (Wexley&Yukl 1984).Satisfied employeeis a smaller amount possible to go away the organization and is vital for the organizations to succeed their need goals and is crucial for productivity. Besides, the employees' job satisfaction should definitely increase if they are treated with good leadership styles according to the needs and culture of organization. The main rationale of this study focuses on the effect of leadership styles onjob satisfaction in Steel Mills; Myanmar Economic Corporation (MEC).

1.2   Objectives of the Study

This thesis intends to achieve the following objectives:

(i)   To identify the leadership styles of managers in Steel Mills owned by Myanmar Economic Corporation (MEC).

(ii)   To explore the effect of leadership styles on job satisfaction in Steel Mills owned byMyanmar Economic Corporation (MEC).

1.3   Scope andMethod of the Study

This study intends to analyze the effect of leadership styles on employees' job satisfaction of selected steel mills. In Myanmar Economic Corporation (MEC), there are five steel mills. Among them, two mills are selected including No. (3) Steel Mill; and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant. In this paper, the target respondents have to be leaders and employees of Steel Mills.

This study applies descriptive research methodwhich is done through the primary data and secondary data. This study is carried out to identify leaders' leadership styles in selected two steel mills. The primary data were collected from field survey and personal interviews with leaders and employees by using structured questionnaires. For each mill, 15%employee and all leaderrespondents were selected to ask about the leadership styles and the effect of leadership styles on organizational commitment. Leaderswere asked by interview questionnaire to discover how they lead their employees. Secondary data are obtained from the previous research papers, leadership books by authors, data from the steel mill and internet website.

1.4   Organization of the Study

This thesis organized by five chapters. Chapter one is introduction chapter that shows the rationale of the study, objectives of the study, scope and method of the study, and organization of the paper. Chapter two describes literature review. Chapter three is concerned with background information of selected twoSteel Mills; Myanmar Economic Corporation (MEC). Chapter four is about the analysis of the effect of leadership styles on job satisfaction, and chapter five is conclusion, findings, suggestion and need for further study that are shown in that chapter.

CHAPTER II
LITERATURE REVIEW

This chapter includes the literature review of the study presenting definition of leadership, history of leadership, synthesis of transactional, transformational, work oriented and people oriented leadership styles, about job satisfaction, and conceptual framework.

2.1   Definition of Leadership

Leadership is the various maximum widely mentioned concepts, as it's far believed to form the premise for fulfillment of any structure, company, agency, institution and state (Nel, et al., 2014; Harper& Hall, 2015). Various studies had been performed to conceptualize the concept of leadership for this reason exceptional management theories have been delivered ahead on how leaders behave or need to behave (Nahavandi, 2006; Mullins, 2010; Harper & Hall, 2015). Theories, styles and processes on leadership were evolved extra time inclusive of Evans and House (1970)' Path-Goal theory, directive, supportive, participative and results orientated (Mitchell, 1975); Employee and production orientation (Blake & Mouton, 1964); Multilevel Approaches (Lowe & Gardner, 2001) and laissez-faire, transactional and transformational (Bass&Avolio, 1994). The development of numerous management patterns intended that leaders are viewed from one-of-a-kind standpoints and management patterns may be adjusted to fulfill the triumphing environmental conditions (Bryman, 2013). Hence, leadership theories, styles and ideas are mentioned in element below.Several researchers contented that management is a position of authority that an character holds in a collection (MacBeath, 2005; Avolio, Walumbwa & Weber, 2009; Ahlquist& Levi, 2011). Such a role gives a leader the possibility to utilize interpersonal influence to arrange and direct participants' efforts in the path of predetermined goals (Ahlquist& Levi, 2011).

Some different famous definitions of Leadership are:A manner whereby an character impacts a collection of people to gain a not unusual intention (Northouse, 2007, p3). The United Statesarmy has studied about the management widely. One in their definitions is a system via which a person affects others to accomplish a task (U.S. Army, 1983). Leadership is inspiring others to pursue your vision within the parameters you put, to the quantity that it turns into a shared effort, a shared

imaginative and prescient, and a shared success (Zeitchik, 2012). Leadership is a manner of social have an impact on, which maximizes the efforts of others, toward the success of a purpose (Kruse, 2013).

The leader is a power hub of a group, in that the leader endeavors to keep members together, instils or breathes life into the group, drives the group towards common goals and must be sure to maintain the group's tone and impetus (Wang, Chou & Jiang, 2005; Vigoda-Gadot, 2007; Yang, 2007. Some commentators (e.G. Day, 2001; Brown &Treviño, 2006; Hannah et al., 2008) affirmed the truth that leaders maintain functioning in the ones roles on the collective pride of the participants of the institution with out which the group disbands. Thus, the effectiveness of the institution relies upon on 3 key factors, specifically; the extent of compliance of the fans, the power of the leader to droop their private desires, judgement and discretion (Avolio& Gardner, 2005; Avolio, Walumbwa & Weber, 2009; Ahlquist& Levi, 2011), and the management fashion(s) that leaders portray at some stage in their tenure. The latter thing constitutes an vital view of management ideas and extant literature identifies numerous leadership and theories and patterns.

2.2   History of Leadership

The world is dynamic and then is knowing of leadership. From the Great Man Theory of the nineteenth century, to new analysis on genetic factors underpinning leadership behaviors, there's a wealth of information to look at. The following leadership theories square measure the foremost fashionable and well-practiced ideas in several educational, political and social fields within the environment.

(1) Great Man Theory

Great Man Theory assumes that some human beings had been borne with the necessity. This attention right here is on chief as hero, as defined via Thomas Carlyle in 1840. Herbert Spencer (a fellow Victorian) later expressed a contrasting view that heroic leaders are the manufactured from their time and its triumphing social conditions. Although Carlyle is credited with beginning this segment of theorizing, many earlier than him wrote that a pacesetter become born, not made. While there are minor modifications, the heroic leader remains rooted in individualistic cultures in the international. Iconic figures show creativeness, whether they be Abraham Lincoln,

Winston Churchill, or Nelson Mandela; Jack Welch, Steve Jobs, or Elon Musk; Albert Einstein, Norman Borlaug or Stephen Hawking. Even so, many people (subordinates and leaders) nevertheless keep rapid to the assumptions underpinning Great Man Theory, and this affects their cultural behavior.

(2) Behavioral Theory

The shift in wondering here become, "If we will't nail down the internal developments, we are able to observe the outside behaviors of leaders." As interest moved to behavioral expressions of leadership, the character vs. Nurture query came to the fore. Are you born – or can you learn – to be a leader? With this new emphasis, and below the proper conditions, leaders have been seen to grow to be a product of their environment, as well as their nature. Two studies (Katz, Maccoby, Gurin and Floor in 1951, and Stogdill and Coons in 1957) recognized two primary concerns: venture-orientated vs. Courting-oriented leadership. Engagement with fans also became relevant. However, there was nonetheless no consistency in behaviors across responsibilities or conditions. In other phrases, the variables of context confounded the findings. This brought about a new awareness - on contingency idea.

(3) Contingency Theory

Contingency theories have been evolved to account for contextual variables. They took account of the people, works required, situation situated, natures of the paintings, time, and other environmental elements. The researches mentioned that no one fashion of leadership was universally suitable for every agency. It's frequently the case that the a hit turnaround chief struggles in a mature and strong organizational context, just as a leader who prospers in a solid environment can also flounder in a turnaround situation. Fiedler (1967, 1971), who is identified as one of the trailblazers in this place, identified 3 managerial components: chief-member family members, task shape, and function strength. Some contexts favored leaders who had been task-oriented, and a few preferred folks who have been courting-orientated. Hershey and Blanchard's situational studies (1969) recommended that developmental ranges of individuals encouraged their leadership patterns.

(4) Path-Goal leadership theory and leadership styles

One of the most distinguished contingency tactics to management theories is the one evolved by Evans and House (Nineteen Seventies) called "The Path-Goal leadership concept". This concept takes into consideration the way the leader appeals to the followers, the way fans perceive desires and how those dreams are to be carried out (House, 1971). House (1971) further talked about that, motivation, pride and work performance of employees or workers is largely dependent on the style chosen by way of the leader or administrator. House (1971) tested diverse dimensions of leadership consisting of consideration, degree of closeness and hierarchical have an effect on and in the end arrived at four distinct leadership behaviors for exclusive situations and these are the supportive, directive, participative and fulfillment oriented management behaviors. The supportive, participative leadership orientation additionally fashioned the basis for Burns (1978)'s theory of transformational leadership. The idea assumes that the leaders have issue for humans, support and every so often participate in their activities to encourage them. On the other hand, transactional management reveals the features of directive and success orientation. This implies that leaders will provide some thing for the desires to be met and that they move in addition to direct the subordinates on the way to carry out sure responsibilities (Hersey & Blanchard, 1982). Leadership patterns are worried with the leader's mind-set closer to the fans and the behaviors exhibited on a every day foundation via interplay with the followers (Naseer, Raja,Syed, Donia, &Darr, 2016).

(5) Leader-Follower Theory

The role of followers was a natural extension of contingency theory in the leadership. One lasting impact prior to this period is Robert Greenleaf's work on Servant Leadership (1970), which emphasised the choice of positive leaders to "serve" their fans,empowering them to live and paintings to their full capability. As Greenleaf wrote, "The first-class check and hard to manage is: do the ones served develop as people; do they, even as being served, grow to be more healthy, wiser, freer, extra self reliant, more likely themselves to end up servants? And what is the impact at the least privileged in society; will they gain, or, at the least, will they now not be in addition disadvantaged?" Leader-member exchange theory is any other instance (Graen and Uhl-Bien, 1995). Here, high great relations are characterised with the aid of agree with and admire between chief and subordinate. High first-class

relations are empirically proven to produce better leader consequences. (Gerstner & Day, 1997; Ilies, Nahrgang, &Morgeson, 2007).

(6)   Servant Leadership Theory

While servant leadership is a timeless idea, the word "servant leadership" was coined via Robert K. Greenleaf in The Servant as Leader, an essay that he first published in 1970. In that essay, Greenleaf said. The servant-leader is subordinate first. It starts offevolved with the herbal feeling that one desires to serve for plenty, to serve first. The leader-first and the servant-first are contrary patterns. Between them there are shadings and blends which might be part of the countless style of peoplelife in environment. Servant-leaders attention mainly at the boom, opportunity, and properly-being of subordinates and the groups to which they're belonging. While conventional leadership generally involves the exercise of energy by one at the "pinnacle to down," servant leadership is special. The servant-leaders shares powers, places the needs of subordinates first and facilitates subordinateto broaden and carry out their life.

(7) Transformational and Transactional Leadership Theory

Transformational and transactional leadership are polar when it comes to the underlying theories of management and motivation. Transformational leadership seeks to provide an explanation for the particular connection among leaders and followers that bring about super performance and accomplishments in each individual fans and the company (Bass &Riggio, 2006; Yammarino& Dubinsky, 1994). It is a theory that emerged from the paintings of Bass (1985) who had built on Burns' original concept of reworking leaders. Burns (1978) first of all brought the concept of transforming leadership in his descriptive research on political leaders but it's far a time period now used within the discipline of Organizational Psychology.

Transactional leadership focuses on organization, supervision and group performance, but transformational leadership focuses on change within the organization. Transactional leadership can be defined as a technique of change among the leader and follower so as to reap a said objective or intention (Bass, 1985). At this primary stage of leadership, it is viewed as the method of having subordinates to meet job necessities with the aid of reinforcing rewards or punishments. This management fashion has a big consciousness on clarifying subordinate role and duties that should

be executed (Russel, 2008).Transactional leadership styles are more contributed with maintaining the normal flow of operations in the workplace. Transactional leaders use disciplinary power and an array of incentives to motivate employees to perform at their best. The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards and punishment for performance standard

2.3   Types of Leadership Styles

Leadership style is the direction in which the subordinates are led in the organization. The number of leadership styles has been growing as the leadership studies have evolved over history in the worldwide. If the leadership style is effective, it may develop the organizational performance, job satisfaction, organizational commitment, and support the achievement of desired goals and objectives, or if the leadership style is ineffective, it will have a negative impact on job satisfaction, organizational commitment, employees' performance, and opinions of subordinates in the organization. This significant relationship between leadership styles; and job satisfaction, organizational commitment, and organizational performance led to many researches regarding the aspect of leadership that resulted in numerous leadership theories and styles. Each concept proposes a awesome leadership fashion and, most usually, a blended set of styles for the performance of the leadership. (Hussain & Hassan, 2016). According to Sheng Victor &Soutar (2005), management patterns are notably impacted with the aid of the leader's instant family – subordinates. There are many forms of leadership styles over the history. In this study, transactional, transformational, work oriented and people oriented leadership styles are involved.

(1) Transformational Leadership Style

Transformational leadership is the process of changing employee attitudes and perceptions about the organization in preparation of changes in company strategies and objectives (Yukl& Fleet,1992). This leadership style generates or stimulates employee morale and it encourages employees to use their abilities (Cleveland-Innes &Sangra., 2010). Furthermore, transformational leadership motivates employees to arrive at performances that are beyond expectation through believing in organizational values and norms (Bass, 1985). According to Roueche, Baker III and Robert (2014),

transformational leadership style ignites a positive change in employees' attitudes towards the strategies and goals of the organization. Transformational leaders develop the vision, communicate it to employees and show consistence in the implementation of the vision thereby generating or developing commitment from employees towards the vision (Somboonpakom&Kantabutra, 2014). Covey (2007) stated that transformational leaders encourage their followers by raising the bar through appealing for higher ideals and values from their followers. In this, they influence values and use enigmatic methods to entice followers to the values and to themselves (Covey, 2007). Transformational leadership seeks to explain the unique connection between leaders and followers that result in extraordinary performance and accomplishments in both individual followers and the organization (Bass &Riggio, 2006; Yammarino& Dubinsky, 1994). It is a theory that emerged from the work of Bass (1985) who had built on Burns' original concept of transforming leaders. Burns (1978) initially introduced the concept of transforming leadership in his descriptive research on political leaders but it is a term now used in the field of Organizational Psychology. According to Abdalla (2010), the specific elements of transformational leadership classified by Avolio and Bass (2002) are as follows: (1) Idealized influence, (2) Inspirational Motivation, (3) Intellectual stimulation, and (4) Individualized consideration.

(a) **Idealized influence**: applies to the leaders who are honored and respected by their subordinates. The leaders can achieve this influence by placing the requirements of the subordinates first over the leader's needs in theorganization. In this aspect, the leader should consider the value of subordinates and show morality. Leaders who follow transformational leadership style, inspire, appreciate and respect the subordinates and drive them towards achieving higher performance in their jobs.This is the extent to which the leader acts in a pleasant way that stimulates employees or followers to develop attachment with the leader. Idealized leaders exhibit views, believe in their followers and appeal to their employees (Van Knippenberg&Sitkin, 2013). Thus, leaders set clear values and live up to them on a day-to-day basis and being a role model to their employees. Building genuine rapport between the leaders and the followers is the key in this kind of leadership style and trust should be built on strong grounds of morality and ethics. Hence, this characteristic can be used effectively in bringing about employees in higher

educational institutions to have a shared vision of the institution (Van Knippenberg&Sitkin, 2013; Roueche, Baker III, & Robert, 2014).

(b) Inspirational Motivation: is achieved by implementing a vision that is encouraging, motivating, and future-oriented. The transformational leaders apply goals that motivate and increase confidence in the subordinates to perform their jobs at higher levels.According to Bally (2007), the leader inspires and appeals to his followers through articulating the vision in a charismatic manner. Inspirational leaders challenge their employees by setting high standards, communicating about the future goals and giving the meaning to the job at hand (Bally, 2007; Ndunge, 2014). The belief by inspirational leaders is that followers should have a solid sense of purpose for them to be committed to achieving the goals of the organization. Inspirational motivation raises enthusiasm and optimism, intellectual stimulation inspires rationality and reasoning, individualized consideration focuses on the personal attention and idealized influences gives visions and drive to accomplish a set goal or mission (Dubinsky, Jolson & Spangler, 1995). Lastly, communication is used as the basis for inspiring followers hence; this implies that inspirational leaders must have robust communication skills (Hackman & Craig, 2013; Ndunge, 2014).

(c) Intellectual stimulation: is where the leaders give their subordinates opportunities to deviate themselves from the conventional ways of doing things, in order to do things more enthusiastically. This helps the leaders to motivate the subordinates in approaching the problems in a different way where they can be involved in their work more actively. Intellectual stimulation refers to the extent to which the leader challenges perceptions, lobbies followers' ideology and takes risks. These leaders arouse and encourage creativity from their subordinates. The main goal from this leadership feature is to provide a structure to the followers on how they connect to the leader, the company, objectives and one another. It is believed that with this structure, followers will be able to overcome obstacles (Northouse, 2010; Northouse, 2015). Conger and Kanungu (1998) revealed that intellectual stimulation provokes followers to think out new methods in innovative ways by getting them involved in the process of decision-making as well as problem solving that impacts on their social, economic, environmental and political wellbeing. The goal of intellectual stimulation is therefore to continuously spawn the highest levels of creativity from its followers (Avolio, 2005).

(d) Individualized consideration: allows the leaders' train and guide their subordinate to develop their potentiality and performance at work. Employees' who have a lower confidence level and problem-solving skills receive assistance from the leaders' in the form of training, as transformational leaders focus on individual needs for success and growth of their subordinates. Individualized consideration refers to the extent to which the leaders attend to the individual needs of employees and guide employees in overcoming or dealing with these concerns. The leader respects and shows appreciation of the contributions made by each member of the team in the organization (Northouse, 2010; Northouse, 2015). This approach also gives leaders the opportunity to propel greater achievement and growth in the organisation. For this reason, higher education institution leaders can achieve greatness through appreciating the contributions made by individuals hence, greater commitment and achievement for the institutions (John & Taylor,

2014). These leaders are also able to clarify expectations with their direct reports by consulting with them and in doing so reducing role ambiguity. By setting clear expectations of performance, followers are likely to experience reduced feelings disengagement and/or burnout at work (Harter,Schmidt& Keyes, 2003).

Individual identification is essential in the transformational leadership because such influence would result in subordinates' acknowledgment of the leader's charisma. Charisma is a crucial component of the transformational leadership style. However, charisma by itself is not sufficient to consider for the transformational process (Bass, 1985 p. 31). Besides, a transformation leader encourages followers by driving them towards a common goal (Parry, 2004).

(2) Transactional Leadership Style

Transactional leadership represents those exchanges that the leader and the followers engage in, in turn influences a reciprocal relationship from employees of attaining something of value (Hunter, et al., 2013). Transactional leadership can also be defined as a method of exchange between the leader and follower in order to achieve a stated objective or goal (Bass, 1985). Transactional leaders give their followers what they want in exchange of what they leaders want, thus the employees and leaders in this case engage in a mutual relationship in which each part reciprocate an action, or reward advanced (Hall, 2013). This implies that transactional leaders should continuously fulfil the expectations of their subordinates to ensure continued

commitment from them (Mokgolo, Mokgolo&Modiba, 2012). In addition, Jansen (2015) suggested that transactional leadership is crucial to effective management, as the effectiveness eventually leads to the success of an institution. Burns (1978) referred transactional leadership as to one that focuses on the changes that happen between leaders and their followers. Similarly, leaders who offer raises to subordinates who exceed their goals are displaying transactional leadership behaviors. The exchange aspect of transactional leadership is prevalent and can be perceived at many levels throughout various types of business. At this basic level of leadership, it is viewed as the method of getting employees to meet job requirements by reinforcing rewards and punishments. This leadership style has a large focus on clarifying subordinate role and tasks that must be performed (Russel, 2008). This leadership style focuses on meeting the targets of the given job. The transactional dimensions of leadership, as determined by Avolio and Bass (2004) can be summarized by the following approaches: (1) Contingent Reward, (2) Management by Exception (passive), and (3) Management by Exception (active).

(a) **Contingent reward approach** - where rewards are given in exchange for meeting the objectives or the capability of subordinates to complete tasks based on their leaders' wish.Contingent reward refers to an approach that provides for various types of rewards in exchange for the mutually agreed-upon accomplishment of objectives. Followers will therefore accept and comply with the leader to avoid disciplinary actions, but in exchange for complying they will receive monetary rewards, praise and resources (Avery, 2004). Contingent rewards imply that the reward should match employees' outputs and that it should be consistently applied. Exchanges can often be highly differentiated within the group, therefore, the reward should be established in a fair and equitable manner.

(b)**Management-by-exception (passive)** - the leaders interfere when employees make false by ascertaining visible mechanisms to implement proper rules. Management by exception (passive) refers to leaders that are passive managers. They are the kind of leaders that will only take immediate corrective action after occurring problems or deviations. In this way the leader waits for problems to arise before they act or may sometimes not take any action at all (Bass, Jung, Avolio& Berson,2003). Andreassen, Hetland, Pallesen and Notelaers (2011:511) view passive management by exception as part of a passive leadership style. Xirasagar (2008:603) also views passive management by exception as a process whereby the leader takes a

passive,reactive approach and waits for errors to occur before taking appropriate action. The leader is not inclined to set standards and put new systems in place and assumes that the status quo is acceptable.

(c) Management by exception (active) -the leader actively monitors activities of subordinates, in search of errors, deviations from standards or failures. Mester et al., (2003:73) also agree and view this dimension as a proactive management style whereby the leader closely watches performance of followers and takes corrective action to avoid potential problems before they arise.. The leader hastily corrects the subordinates who do not apply effective problem solving techniques. The leader is also seen as a monitor who applies corrective measures when deviations from standards. The leader is inclined to reinforce rules in order to minimize problems, utilizing negative reinforcement patterns. This dimension is known to be more task than relation orientated. In summary, the leader intervenes if actual effort does not match expected effort by the follower, which is viewed as an exception.

Transactional leadership style is equally important as transformational leadership style to assist leaders to increase organizational competitiveness in the global competition. Transactional leadership does not hold the same level of morality when compared with that of the transformational leadership. A significant disadvantage of the transactional leadership is lack of motivation to the subordinates to give anything beyond what is specified.

(3) Work-Oriented Leadership Style

Work-oriented leadership is a behavioral approach, in which the leader focuses on the work that needs to be performed in order to meet certain goals, or to achieve certain performance standards. The work-oriented leadership style covers some features of work management. Task management, requires coordination of job-related activities, giving importance to administrative activities, supervising product quality and preparing financial reports. Thus, it can be concluded that the leaders who adopt work -oriented leadership style, focus on completing necessary works in order to reach organizational goals. One of the distinctive characteristics of these leaders, is that they are less concerned with the employees, who are actually the critical agents to achieve the desired goals. On the opposite, they're extra worried with following a deliberate route so that you can reap specific organizational targets (Forsyth and Donelson, 2010). Work-oriented leaders focus on getting the necessary work, or series

of works, at hand in order to achieve a goal. These leaders are typically less concerned with the idea of catering to employees, and more concerned with finding the step-by-step solution required to meet specific objectives. They will often actively define the work and the roles required, put structures in place, and plan, organize, and monitor progress within the organizations. One advantage of this leadership is that deadlines are usually met, however work oriented leaders don't usually care about their employees. (Leadership Styles Choosing the Right Style for the Situation, 2012)

One of the biggest strengths of work-oriented leadership is all required jobs are completed perfectly and in a timely manner. This strength ensures employees manage their time well. Furthermore, work-oriented leaders constitute an example for subordinates by focusing on the necessary workplace procedures, in the sense of how the duties are fulfilled. Thus they can delegate work and make sure that obligations are completed in a timely and productive way (Anzalone and Chris 2012). Additionally, these types of leaders will tend to exemplify strong understanding of how to get the work done by focusing on the necessary workplace procedures. Thus, leaders can delegate work accordingly in order to ensure that everything gets done in a timely and productive manner.

For the weaknesses of the work-oriented style, a fear of breaking the rules among subordinates, this style may results in a lack of creativity, low morale and thus, high turnover. When employees afraid to break rules and procedures, they may not take any risks and they may occur a lack of innovation and creativity. Moreover, the personnel who're genuinely innovative, might also feel demoralized and tend to go away their modern groups so as to find extra appealing opportunities in other agencies (Bass, 1990).

(4) People Oriented Leadership Styles

People-oriented leadership is an approach which focuses on the job satisfaction, motivation, organizational commitment and work-life balance of the employees. The leaders who adopt this leadership style, are focused on supporting, motivating and developing their subordinates. They encourage teamwork and collaboration, by building positive relationships and encouraging good communication in the workplace. People-oriented leaders prioritize the welfare of every subordinate, and do not hesitate to spend time and effort in meeting their each subordinate's needs. In this sense, they offer incentives like bonuses and fringe

benefits, try to deal with work conflicts, have more casual interactions with employees to learn about their strengths and weaknesses and create a non-competitive work surroundings (Reilly and Anthony 1968).Team work,good communication, and creative collaboration are encouraged under this leadership style. Most subordinates prefer this style as it carries them along, however it is the opposite of work oriented leadership and it sometimes put team interest ahead of organizational goals. (Leadership Styles Choosing the Right Style for the Situation, 2012)

One of the strengths of this leadership style is that people-oriented leaders create team-works that every employee wants to be a part of. Team members are often more productive, more satisfied, more committed and willing to take risks, because they know that the leaders will provide support if they want it. Another strength of people-oriented leadership is that the subordinates are in an environment where their leaders care about their welfare. People-oriented leaders understand that building positive productivity requires a positive environment and positive relationships. Personal conflicts, dissatisfaction to the work, resentment and even boredom can drive downoutcomesand productivity and outcomes, therefore these types of leaders put people first to ensure that such problems stay at a minimum. One of the weaknesses of people-oriented leadership is; the development of team spirit may hinder completing the actual tasks and desired goals (Burke et. al., 2006). Some leaders can take this approach too far; they may put the development of their team above works or project directives.

2.4   Job Satisfaction

Job satisfaction is defined as the pleasure derived while doing a piece inside the enterprise. Supervisors face a chief challenge in making sure that their subordinates are glad with their jobs. A satisfied worker is more efficient and effective in an business enterprise (Haque& Aston, 2016; Haque et al., 2015). Ellickson and Logsdon (2002) described activity pride because the diploma to which employees enjoy their work. Parvin&Kabir (2011) state that job satisfaction is usually recommended by means of some researchers to be the issue of need achievement. Schermerhorn (1993) described process pride as a sensible or emotional reaction toward several components of an employees' work. Job satisfaction is likewise defined as an emotional reaction to an person's responsibilities and workplace

situations, and the quantity to which a worker's expectancies are happy (Kreitner&Kinicki, 2009). Subordinates might be more glad if they are dealt with well (Aziri, 2011; Haque, Faizan& Cockrill, 2017).

2.5 Job Satisfaction Theories

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most dominant theories are Maslow's needs hierarchy theory, Herzberg's motivator-hygiene theory, the job characteristics model, and the dispositional approach.

(1) Maslow's Hierarchy of Needs

Maslow's desires hierarchy principle become one of the first theories to have a look at the essential elements to task delight. The idea includes a 5-level hierarchy including physiological wishes, safety, belongingness, esteem, and self-actualization. Physiological wishes include financial repayment and healthcare which assist an worker meet their simple physiological needs. Safety needs includes employees feeling bodily safe in their work surroundings, activity protection and having suitable business enterprise systems and guidelines. When this is happy, the employees can attention belongingness needs. Belongingness needs include advantageous relationships with other employees and supervisors in the place of business. When it is happy, the employee will are searching for to feel as even though they may be valued and liked by other personnel and their agency. The final step is where the employee seeks to self-actualize in the place of work. In this, they want to develop and develop with a purpose to become everything they may be capable.

(2) Motivator-Hygiene Theory

Herzberg's motivator-hygiene principle consists of that task satisfaction and dissatisfaction are not two contrary ends of the same continuum, however as an alternative are two separate and, at instances, even unrelated standards. According to Herzberg, Motivating elements like pay and benefits, reputation and achievement want to be met so as for an worker to be glad with work and hygiene elements which include, working conditions, employer guidelines and structure, job security, interaction with colleagues and best of control are related to task dissatisfaction It can

besaid that employees are neither satisfied nor dissatisfied due to the fact the hygiene and motivational elements are viewed as impartial. This theory said that when hygiene elements are low the employee is disillusioned, but while these factors are high that means that the employee is not upset. And then, it can be idea that after motivators are met the worker,employees are happy. When motivators aren't met, it is able to be even though that personnel aren't dissatisfied.

(3) Job Characteristics Model

The Job Characteristics Model stated that job delight paperwork while the paintings surroundings encourages intrinsically motivating traits. Five key process traits are skill variety, project identity, venture importance, autonomy and remarks, have an impact on three psychological states.Three psychological states form from center job dimensionsvariety(challenge identity, venture significance, autonomy and feedback) to essential psychological states (meaningfulness of labor, duty of consequences and know-how of results), and then non-public and paintings results (excessive motivation, excessive nice paintings, high pleasure and occasional turnover). Subsequently, the three psychosocial states lead to some of capability effects together with high motivation, high best work, high pleasure and low turnover. Unlike the Maslow or Herzberg's theories, the process characteristics model has acquired greater empirical support.

(4) Dispositional Approach

This dispositional method aforementioned that process delight is carefully related to temperament of humans. It discusses that a non-public consists of a robust predisposition towards a particular degree of delight, which these live pretty constant and stable across time. The proofs for this technique are often divided into indirect studies and direct studies. Decide and co-workers have reviewed those regions in larger detail. The evidence comes from studies that don't expressly live temperament, know-how from the National Longitudinal Studies inside the United States observed that measures of activity pride have a tendency to stay pretty stable over , three and five year durations. This even consists of essential employment changes, together with: adjustments in leader or occupation, apparently, a twin primarily based look at examined thirty four twins whom had been raised severally of each other. This

examine found genetic elements accounted for half of-hour of activity pleasure degrees as soon as assessed in later life. The oblique studies, however, are vulnerable to variety of important criticisms, especially that alternative unaccounted elements can be contributory to process delight tiers. This highlights the various essential of research without delay assessing the function of temperament. Most conspicuously, there may be analysis evidence that vanity, self-efficacy, emotional balance and locus of management contain a large temperament assemble that make a contribution to, however, a personwho sees themselves. A assessment of 169 correlations among every of 4 affective constructs (i.E., vanity, self-efficacy, emotional stability and locus of manipulate) and activity satisfaction, discovered that as self-said levels of conceitedness, self-efficacy, feeling balance and locus of control accumulated therefore did task pleasure.

2.6   Previous Research Studies

There are various studies in the analyzing the effect of leadership styles on job satisfaction. The first paper is the influence of leadership styles on job satisfaction at a Cellulose Pulp Mill in Kwazalu-Natal that is analyzed by Roland Loganathan (April 2013). This study said that employee's job satisfaction is strongly influenced by leadership style. In this study, leadership styles include transformational leadership, transactional leadership and laissez-faire leadership with transformational leadership and transactional leadership being the most dominantat a Cellulose Pulp Mill in Kwazalu-Natal.It used descriptive statistic, correlation model, and regression model. This study shows that the three leadership styles influence job satisfaction levels with the attributes of transformational leadership being more influence employees' job satisfaction. The second paper is the effects of leadership style on job satisfaction at Heineken Ethiopia which is analyzed by BezawitMulugetaFulas(June, 2017). This study also usueddescriptive statistic, correlation model, and regression model. This study used two variables, leadership style is independent and job satisfaction is dependent. Leadership styles include transformational leadership, transactional leadership and laissez-faire leadership styles and job satisfaction includespay, promotion, supervision, fringe benefits, contingent rewards, working conditions, coworkers, nature of work and communication. This studyfound that the appropriate combinations of the leadership styles that would achieve the organizational goals

together with the individual targets or objectives of the employees and then showed that Heineken to endeavor hiring transformative leaders because their characters increase employee job satisfaction.

The conceptual framework of this study is constructed from the conceptual model of previous researcher. This is developed by Bass and Riggio's (2006) based on the leadership styles on job satisfaction.The model shows that three leadership styles are related to job satisfactionat Heineken Ethiopia. The three styles are transformational, transactional and laissez-faireleadership styles and then job satisfaction includes pay, promotion, supervision, fringe benefits, contingent rewards, working conditions, coworkers, nature of work and communication. This framework is shown in figure (2.1).

Figure (2.1) TheEffects of Leadership Style on Job Satisfaction at Heineken Ethiopia

Independent Variable   **Dependent Variable**

Transformational Leadership Style
Idealized influence Idealized influence
Inspirational motivation
Intellectual stimulation
Individualized consideration
Transaction Leadership Style
Contingent Reward
Management by Expectation (Active)
Management by Expectoration (Passive)
Laissez-fair Leadership style

Job Satisfaction
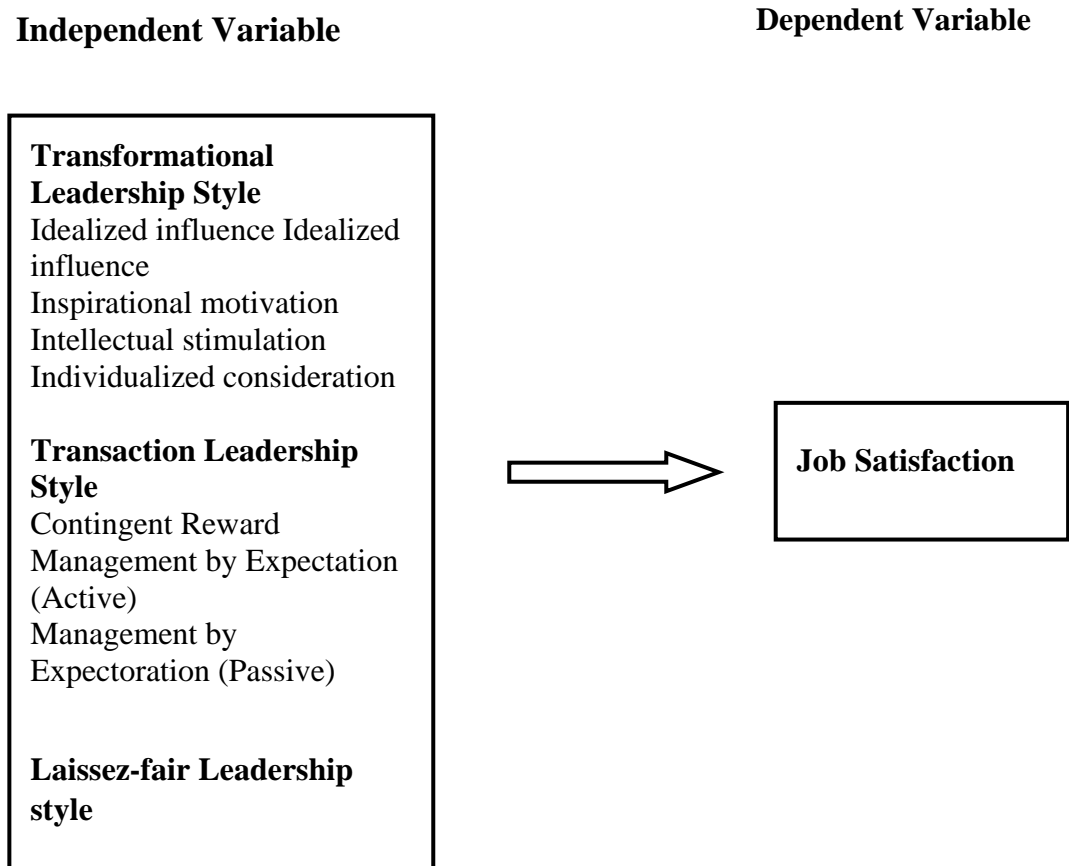
Source: Bass and Riggio's (2006)

22

2.6   Conceptual Framework of the Study

Miles and Huberman (2014) define the conceptual framework as a visual or written product that explains inside the shape of a narration; graph of what's to be studied as the main factor. The framework was fashioned after considered the studies question, objective and evaluation of literature. Therefore, this framework focuses on the effect of leadership styles on of job satisfaction in selected steel mills owned by Myanmar Economic Corporation (MEC). The framework was build adapted from Bass and Riggio's (2006). Theindependent variables are transformational, transactional, work-oriented, and people-oriented leadership styles, whereas, the dependent variable is of job satisfaction. Job satisfaction includes empowerment, fringe benefits, co-worker, supervision, communication,€ contingent reward, and health and safety.Transformational leadership is the process of changing employee attitudes and perceptions about the organization in preparation of changes. Transactional leadership can also be defined as a method of exchange between the leader and follower in order to achieve a stated objective or goal.Work-oriented leadership focuses on the work that needs to be performed in order to meet certain goals, or to achieve certain performance standards. People-oriented leadership focuses on the job satisfaction, motivation, organizational commitment and work-life balance of the employees. Based on the literature review, the conceptual framework of the study is shown in figure (2.2).

Figure 2.2 Conceptual Framework of the Study

Independent Variable

Dependent Variable

Leadership Styles

| Transformational Leadership Styles |

| Transactional Leadership Styles |

| Work-oriented Leadership Styles |

| People-oriented Leadership Styles |

Job Satisfaction
- Empowerment
- Fringe Benefits
- Co-worker
- Supervision
- Communication
- Contingent Reward
- Health and Safety
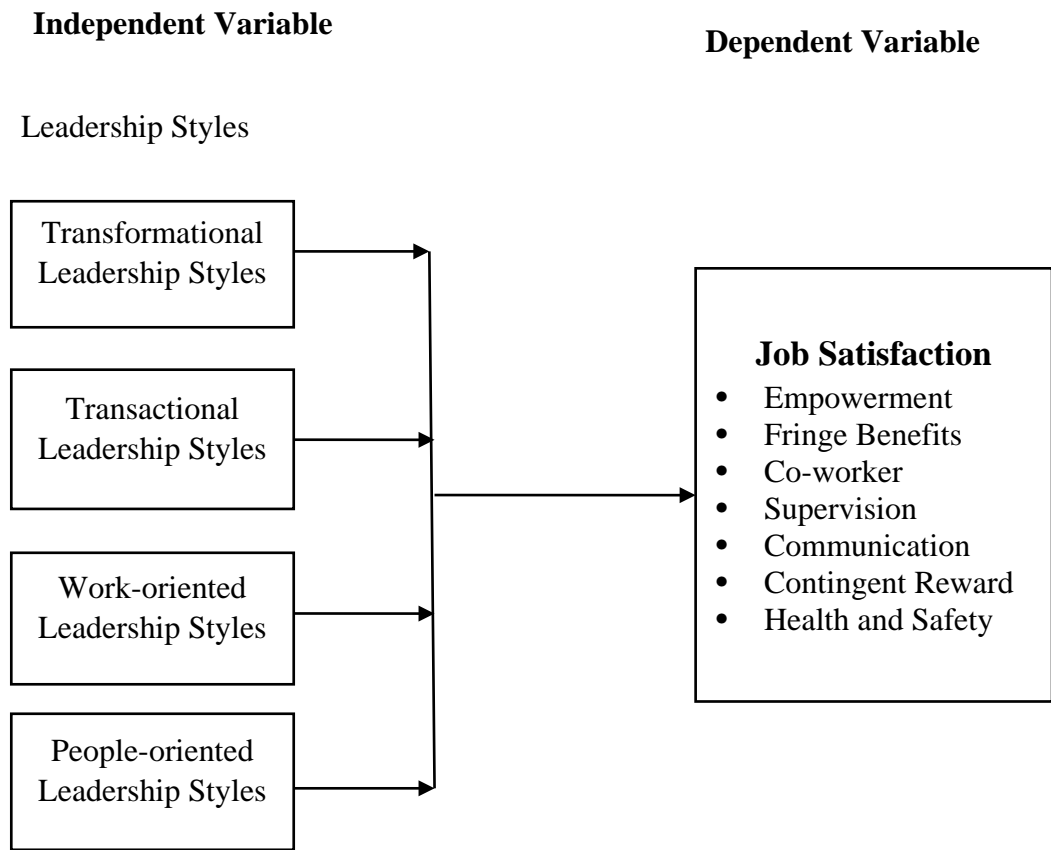
Source: Own Compilation adapted from Bass and Riggio's (2006)

CHAPTER III

# BACKGROUND INFORMATION OF SELECTED STEEL MILLS OWNED BY MEC

This chapter presents the backgroundinformation of the Myanmar Economic Corporation, No (3) Steel Mill (Ywama), and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant (Ywama). The background information includes vision statement, mission statement, objectives,types of product and machine capacity, numbers of employees, and their organizational structure.

3.1 Background Information of Myanmar Economic Corporation (MEC)

The Myanmar Economic Corporation (MEC) is a holding corporation owned and operated by Myanmar Tadmadaw. Founded in February 1997 under Section 8-A by Lt General Tin Hla to establish profitable heavy industries that can provide the Tadmadaw access to supplies of important materials (e.g. cement and rubber), MEC's operations are shrouded in secrecy. There are altogether 34 subsidiaries under the MEC umbrella. MEC is operated by the Ministry of Defense Quartermaster's General Office, with its private shares exclusively owned by active duty military personnel. The MEC's major business lines are in transportation, trading, services, and mining. According to a pamphlet produced by the Myanmar Economic Corporation, it has 26 fully running operations including 5 steel plants, a bank, a cement plant and an insurance monopoly and 4 upcoming projects. Most of the heavy industries owned by the Ministry of Industry have been transferred to the Myanmar Economic Corporation in the form of a privatization scheme. Its headquarters are located on Ahlon Road in Ahlon Township, Yangon. The vision of Myanmar Economic Corporation (MEC)is To support the economic development of the Nation to promote the living standard of people and the eradicate the poverty. And the mission of MECisProviding quality products, services and innovation for the consumer based market economy.

(1) Organization Structure of Myanmar Economic Corporation (MEC)

As shown in figure (3.1), Organization Structure of Myanmar Economic Corporation (MEC) is in form of Board of Directors. Subsidiaries including No (3) Steel Mill (Ywama), and High Tension Steel Bolts, Nuts And Washers Manufacturing Plant

(Ywama) are operating under the Board of Directors inMyanmar Economic Corporation (MEC) . Directors are disposed by Military Ranking. 3 directors affiliated with Union of Myanmar Economic Holdings (UMEHL).

Figure (3.1) Organization Structure of Myanmar Economic Corporation (MEC)

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                    ┌─────────────────┐
                    │  Director also  │
                    │ affiliated with │
                    │     UMEHL       │
                    └─────────────────┘
                             │
  ┌─────────────────┐   ┌─────────────────┐   ┌─────────────────┐
  │  Director also  │   │  Director also  │   │  Director also  │
  │ affiliated with │   │ affiliated with │   │ affiliated with │
  │     UMEHL       │   │     UMEHL       │   │     UMEHL       │
  └─────────────────┘   └─────────────────┘   └─────────────────┘
       │                                │
       │  ┌──────────┐      ┌──────────┐│
       ├──│ Director │      │ Director │├
       │  └──────────┘      └──────────┘│
       │                                │
       │  ┌──────────┐      ┌──────────┐│
       └──│ Director │      │ Director │├
          └──────────┘      └──────────┘│
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                            │ Director │┘
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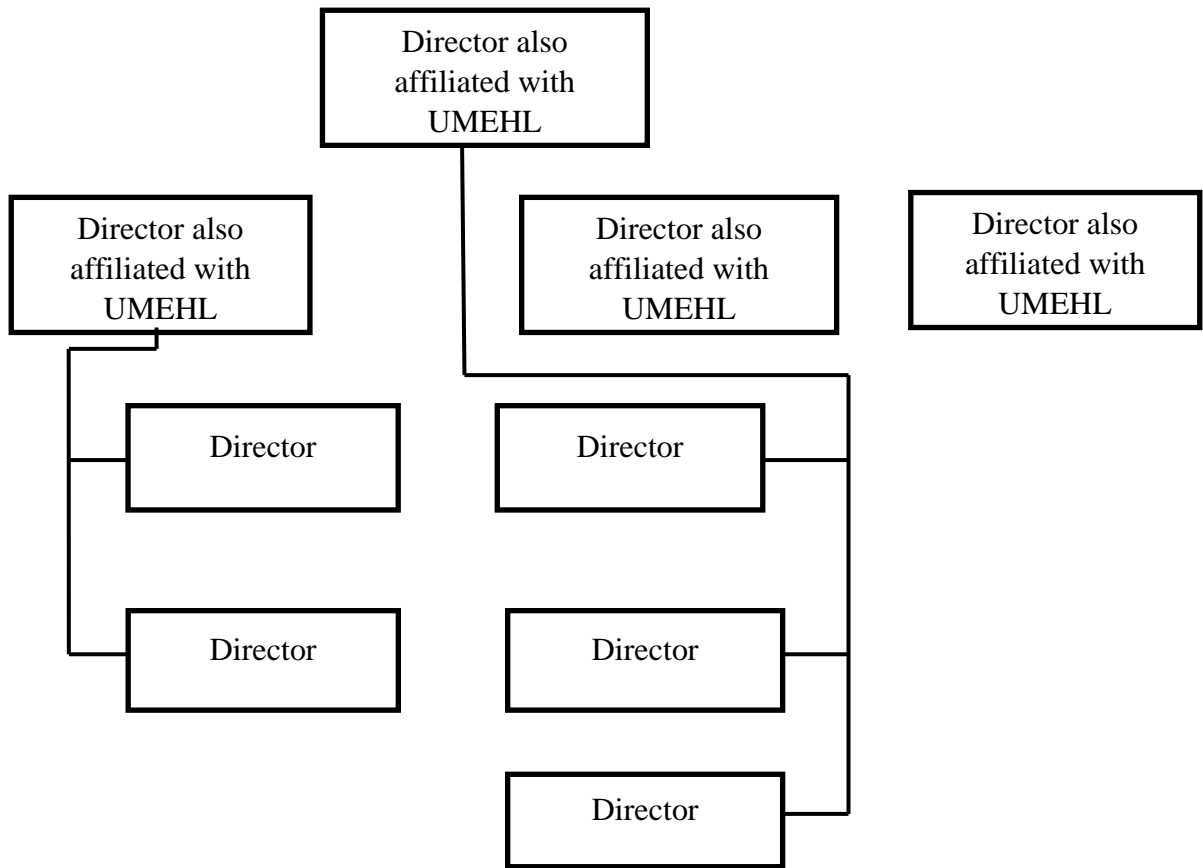
Source: Myanmar Economic Corporation (MEC)

3.2   Background Information of No. (3) Steel Mill (Ywama)

According to Sorrento Villa project in 1946, 1949 meeting of the 95th Cabinet received approval to build a steel mill. The rest of the vehicle crash, armored car crash, short of the tank, the height of a car crash etc. are melted to produce steel and nails. In 1952, an international tender was called to build steel mill. In 1954, ED ZUBLIN Company in Germany achieved tender to build the plant, machine equipment for DAMAG Indonesia had signed a deal with company. Construction began in 1955 and the mill has been processed in 1957 with steel production centers, department of iron roller, department of flat iron, wire operation under the Ministry of Industry. In 1987, steel

production equipment in 1987 was updated with KOBE Company (Japan). In 1952, steel mill was transferred to Ministry of Mines. In 1998, the mill was transferred to the National Industries Holding Limited (NIHL) Company. In 2002, Ministry of Defense, Myanmar Economic Corporation (MEC) has taken over the mill and renamed the No. (3) Steel Mill (Ywama). To upgrade the Steel Making Plant with a new machine, MEC signed a contract with Italy's Danieli Company (Italy). Production equipment was installed in 2004 and manufacturing operations restarted in 2005. For CCM Revamping, Denieli Company (Italy) was updated in 2009.The objectivesof No. (3) Steel Mill (Ywama) are to produce iron and steel in accordance with the proposed project in State and Military construction projects, to save foreign currency by the substitution of foreign import, in order to sell Iron and steel products widely in the market, products are competed with market vs quality, and to assist the iron furnace industry,industry experts are trained.No.(3) Steel Mill (Ywama) is situated between Bayintnaung Road and Hlaing River, West Ywama Quarter, Insein Township, Yangon.The man plant is 158.826 acres. According to Insein General Administration Department, N0. 841/3-13/91 dated 22.1.1991; the land was transferred to No.(3) Steel Mill (Ywama).

(1)   Types of Product and Machine Capacityof No (3) Steel Mill (Ywama)

In No.(3) Steel Mill (Ywama), variety of steel products are manufacturing according to market demand. In addition, three gases are manufacturing in the steel mill. Products of steel mill and capacity are shown in following table3.1.

Table 3.1 Types of Product and Capacity in No (3) Steel Mill (Ywama)

No	Types of product	Capacity	Unit
1	**Steel Production Department**		
	Steel Billet	50,000	Ton/Year
2	**Wire Production Department**		
	House nail	10,166	Ton/Year
	Zinc barbed wire	2,042	Ton/Year
	Galvanized iron filter	1,525	Ton/Year
	Chain link	969	Ton/Year
	Razor blade wire	100	Ton/Year
3	**Precipitated Calcium Carbonate Production Department**		
	Precipitated Calcium Carbonate (PCC)	2,000	Ton/Year
4	**Gas Production Department**		
	Oxygen gas	135	Million Cuft/Year
	Argon gas	5	Million Cuft/Year
	Nitrogen gas	15	Million Cuft/Year

Source: No (3) Steel Mill (Ywama)

Cuft is Cube Feet

Table 3.1 point out that there are four main departments such as Steel Production Department,Wire Production Department,Precipitated Calcium Carbonate Production Department, and Gas Production Department in No.(3) Steel Mill (Ywama). Under the Steel Production Department, Steel Billets are produced and their machine capacity is 50,000 Ton/Year. Under Wire Production Department, House nail; Zinc barbed wire; Galvanized iron filter; Chain link; and Razor blade wireare produced and their machine capacities are 10,166 Ton/Year for House nail, 2,042Ton/Year for Zinc barbed wire, 1,525 Ton/Year for Galvanized iron filter, 969Ton/Year forChain link, and 100Ton/Year forRazor blade wire. Under the Precipitated Calcium Carbonate Production Department, Precipitated Calcium Carbonate (PCC) is produced and its machine capacity is 2,000 Ton/Year. And then under the Gas Production Department, Oxygen gas; Argon gas; and Nitrogen gas are produced and their machine capacities are 135 Million Cuft/Year for

Oxygen gas, 5Million Cuft/Year for Argon gas, and 15 Million Cuft/Year for Nitrogen gas.

(2) Numbers of Employees in No (3) Steel Mill (Ywama)

There are 440 employees in No (3) Steel Mill (Ywama). Among them, 35 employees are retired military personnel. 20 employees are officers and 420 employees are subordinates. The list of employees in No (3) Steel Mill (Ywama) is described in Table 3.2.

Table 3.2 Numbers of Employees No (3) Steel Mill (Ywama)

No	Department	Officers	Subordinates	Total
1	**Office of the Chief plant**	1	1	2
2	**Administration Department**			
	Office of the Heat of Administration	-	2	2
	Administration Division	3	49	52
	Planning Division	1	14	15
	Accounts Division	1	10	11
	Quality Inspection Division	1	11	12
	Research and Development Division	1	3	4
		7	89	96
3	**Production Department**			
	Office of the Heat of Production	1	1	2
	Steel ProductionDivision	6	224	230
	WireProductionDivision	3	45	48
	PCCProduction Division		11	11
	ShredderDivision	1	6	7
	Maintenance Division	1	43	44
		12	330	342
	Total	20	420	440

Source: No (3) Steel Mill (Ywama)

According to Table 3.2,   Office of the Chief plant has 2 employees; 1 is Chief Plant and 1 is his assistant. In Administration Department, total employees are 96, officers are 7 and subordinates are 89. In Production Department, there are 342 employees; 12 employees are officers and 330 employees are subordinates. From the 20

officials, engineers are 10 and other degrees are 10. From the 420 subordinates, engineers are 61, other degrees are 91, and under graduates are 268.

(3)   Organization Structure of No (3) Steel Mill (Ywama)

There are two main departments in No (3) Steel Mill (Ywama). They are Administration Department and Production Department. These two departments are controlled by Office of the Chief plant. Each department has five main divisions. Under the Administration Department; Administration Division,Planning Division,Accounts Division, Quality Inspection Division, and Research and Development Division are situated. And then under the Production Department; Steel Production Division, Wire Production Division, PCC Production Division,Shredder Division, and Maintenance Division are situated and various types of steel product are manufactured. Organization structure of No (3) Steel Mill (Ywama) is shown in Figure 3.2.

Figure 3.2 Organization Structure of No (3) Steel Mill (Ywama)
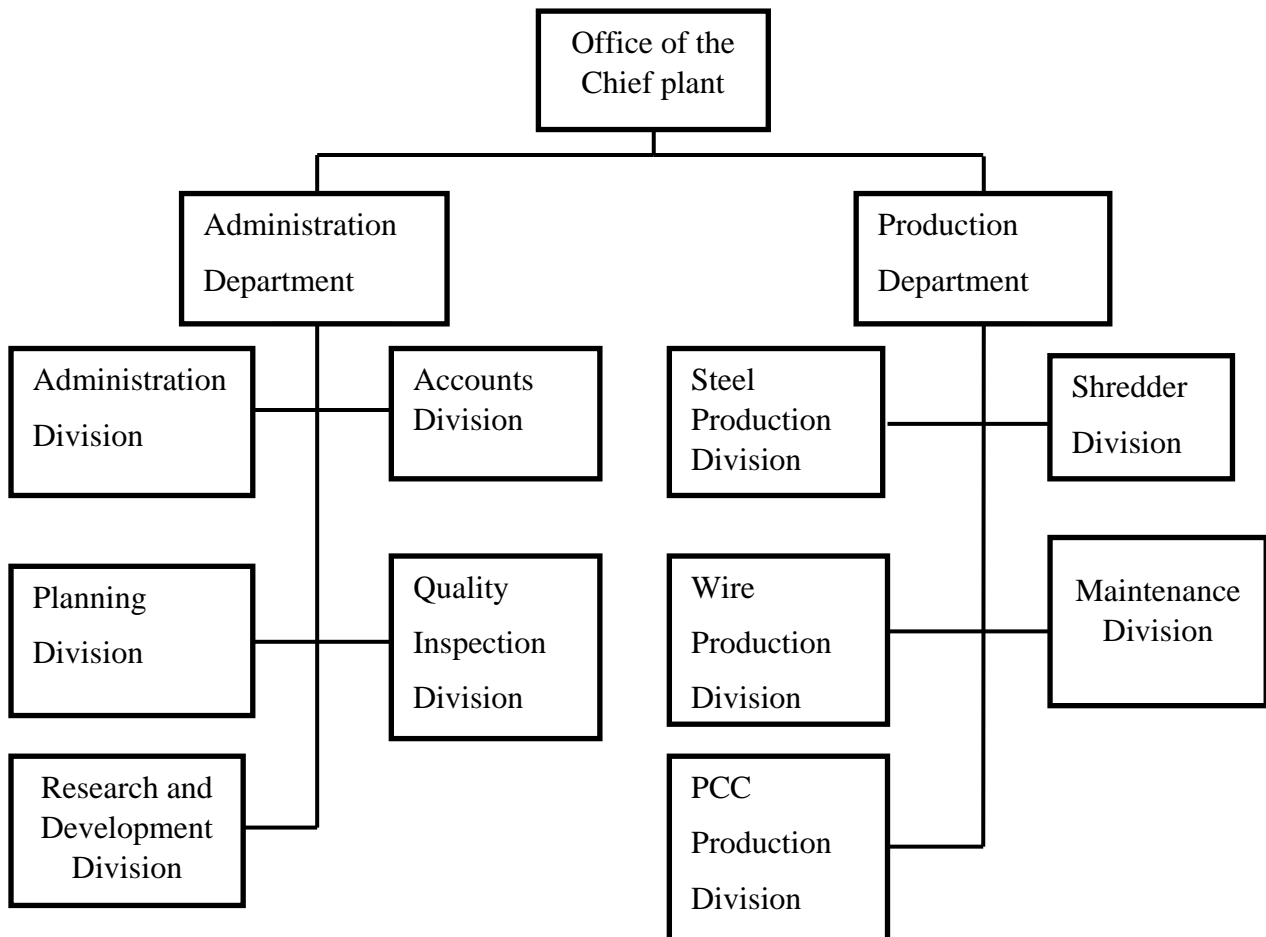
Source: No (3) Steel Mill (Ywama)

3.3 Background Information of High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

To produce the international standard for production of High Tension Bolts, Nuts and Washers, Myanmar Economic Corporation (MEC) contract with SuzikiKiden Company (Japan) and the contract could be launched in 2011. The plant was established in 4.8.2010 and commercial running started on 4.7.2012. In High Tension Bolts, Nuts and Washers Manufacturing Plant, production equipments are Bolts Former (CBF-254L), Nut Former (CNF-275 SA), Washer Press Machine, Hot Forming Machine & Inspection Machines, Heat Treatment Machines, and Surface Coating Machines. These equipments are installed by SuzikiKiden Company (Japan). Production specification is operated according to Japanese Internal Standard JIS B-1186, JIS – 09. And High Tension Bolts, Nuts and Washers Manufacturing Plant has gained ISO (991:2008) and regular renewal is carried out as a guideline of Myanmar Economic Corporation (MEC).The objectives of High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama) are to produce iron and steel in accordance with the proposed project in State and Military construction projects, to save foreign currency by the substitution of foreign import, in order to sell Iron and steel products widely in the market, products are competed with market vs quality, and to assist the iron furnace industry, industry experts are trained. High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama) is situated between Bayintnaung Road and Hlaing River, West Ywama Quarter, Insein Township, Yangon. The man plant is 158.826 acres. According to Insein General Administration Department, N0. 841/3-13/91 dated 22.1.1991; the land was transferred to No.(3) Steel Mill (Ywama).

(1) Types of Product and Capacity of High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

In High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama), variety of Bolts, Nuts and Washers are manufacturing according to market demand. Products of the plant and capacity are shown in following table3.3.

Table 3.3 Types of Product and Machine Capacity in HTBNW Plant (Ywama)

No	Production Department/Types of product	Capacity	Unit
1	**High Tension Bolts**		
	- (HTB) (M12, M16, M20, M24) 44 types (50mm-160mm in length)	300,000	Ton/Month
	- (HTB) (M27, M30) 40 types (100mm – 300 mm in length)	300,000	Ton/Month
	- Torque Shear Bolt (TSB) (M22) 14 types (55mm – 120 mm in length)	300,000	Ton/Month
	- Step Bolt (STB) (M16, M24) 2 types (180mm and 220mm in length)	300,000	Ton/Month
2	**Various types of Steel Nuts**	300,000	Ton/Month
3	**Various types of Steel Washers**	300,000	Ton/Month

Source: No (3) High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

Table 3.3 point out that three main products are manufacturing in High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama). First main product is High Tension Bolts and four main types of bolts are produced such as (HTB) (M12, M16, M20, M24) 44 types (50mm-160mm in length); (HTB) (M27, M30) 40 types (100mm – 300 mm in length); Torque Shear Bolt (TSB) (M22) 14 types (55mm – 120 mm in length); and Step Bolt (STB) (M16, M24) 2 types (180mm and 220mm in length). Each product's machine capacity is 300,000 Ton per Month. Second main product is various types of Steel Nuts and its machine capacity is 300,000 Ton per Month. And then the third main product is various types of Steel Washers and its machine capacity is 300,000 Ton per Month.

(2) Numbers of Employees in High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

There are 369 employees in High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama). 10 employees are officers and 359 employees are subordinates. The list of employees in High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama) is described in Table 3.4.

Table 3.4 Numbers of Employees inHTBNW Plant (Ywama)

| No	Department	Officers	Subordinates	Total
1	Office of the Chief plant	1	1	2
2	Administration Department	5	73	78
3	Production Department	4	285	289
	Total	10	359	369

Source: High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

According to Table 3.4,   Office of the Chief plant has 2 employees; 1 is Chief Plant and 1 is his assistant. In Administration Department, total employees are 78, officers are 5 and subordinates are 73. In Production Department, there are 289 employees; 4 employees are officers and 285 employees are subordinates.

(3)   Organization Structure of High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

There are two main departments in High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama) like No (3) Steel Mill. They are Administration Department and Production Department. These two departments are controlled by Office of the Chief plant. Administration Department operates planning, accounting, training, quality inspection, and research and development. Under the Production Department,Bolt Division, Nut Division, and Washer Division are situated and various types of High Tension Bolts, Nuts and Washers are manufactured. Organization structure of High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama) is shown in figure 3.3.

Figure 3.3 Organization Structure of HTBNW Plant (Ywama)

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                    ┌──────────────┐
                    │ Office of the │
                    │ Chief plant   │
                    └──────┬───────┘
            ┌──────────────┴──────────────┐
    ┌───────────────┐            ┌───────────────┐
    │ Administration │           │ Production    │
    │ Department     │           │ Department    │
    └───────────────┘           └───────┬───────┘
                    ┌──────────────┬─────┴──────────┐
            ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
            │ Bolt Division │ │ Nut Division │ │ Washer       │
            │              │ │              │ │ Division     │
            └──────────────┘ └──────────────┘ └──────────────┘
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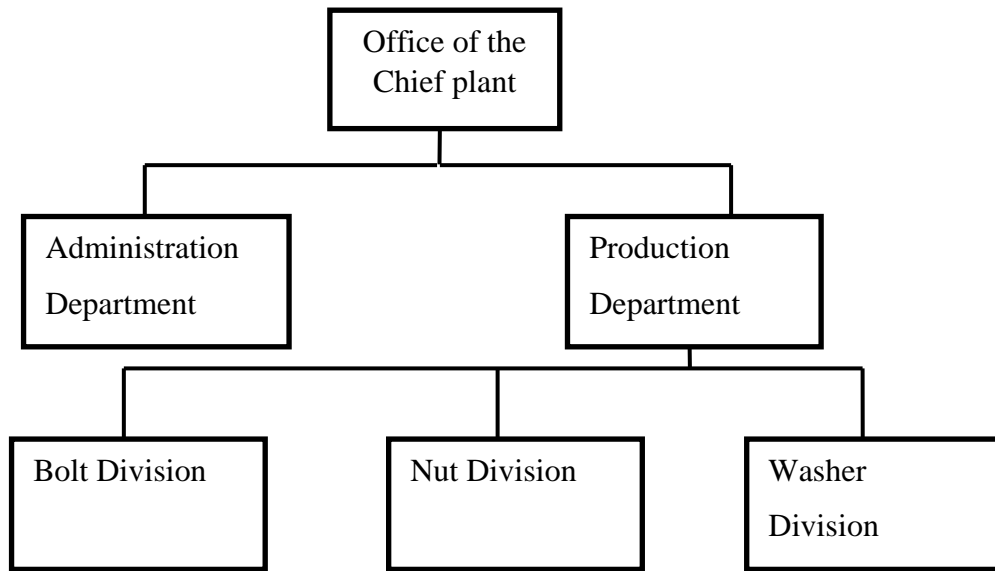
Source: High Tension Bolts, Nuts and Washers Manufacturing Plant (Ywama)

CHAPTER IV
ANALYSIS OF THE EFFECT OF LEADERSHIP STYLES ON JOB SATISFACTION IN STEEL MILLS OWNED BY MEC

This chapter is concerned with the demographic characteristics of respondents, responding the results of the survey that includes exploration of leadership styles of leadersand job satisfaction of selected steel mills. In this study, descriptive statistics is used. Correlation and regression analysis are also used to analyze the effect of leadership styles on employees' job satisfaction.

4.1   Research Design

This study is to identify the leadership styles of leadersand to explore the effect of leadership styles on organizational commitment in Steel Mills owned by (MEC).To identify the leadership styles of leaders and to explore the effect of leadership styles on employees' job satisfaction; descriptive statistics,correlation and regression analysis are applied and then the structured questionnaires are used. There are two parts in these questionnaires. At first, leadership style questionnaires for leaders and the second part includes leadership style questionnaires for subordinates, and job satisfaction questionnaires.In the leadership styles questionnaires which measured transformational, transactional, work-oriented, and people-oriented leadership styles from both leaders and subordinates. It measures employee's job satisfaction based on empowerment, fringe benefits, co-worker, supervision, communication, contingent reward,and health and safetyfrom subordinates. In this study, the called leaders are officers who are managing level from No (3) Steel Mill and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant. Subordinates are in the operational level from these two steel mills owned by MEC.

The structured questionnaires for leaders are used to measure leadership styles including Five-Point Likert Scale (1=Not at all, 2=once in a while, 3-sometimes, 4= fairly often, and 5= frequently if not always) and employees' job satisfaction questionnaires include Five-Point Likert Scale (1=strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, and 5= strongly agree). This study used Five-Point Likert scale that is commonly used and consists of five steps from 1(lowest) to 5 (highest). The statistic data (mean) is interpreted by Koobgrabeet al (2008) shown in Appendix.

4.2   Demographic Profile of Respondents in Selected Steel Mills

Table 4.1 and 4.2 present the background information of the respondents who had participated in this study. 30 questionnaires for leaders and 115 questionnaires for subordinates were distributed and total 145 questionnaires were sent back to the researcher.

Table 4.1 Demographic Profile of Leaders in Selected Steel Mills

Particular	Frequency	Percentage
Gender		
Male	14	46.7
Female	16	53.3
Total	30	100
Age (Years)		
<25	1	3.3
26-34	9	30.0
35-44	12	40.0
45-54	5	16.7
>55	3	10.0
Total	30	100
Education Level		
Undergraduate	1	3.3
Graduated	27	90.0
Master	2	6.7
PhD	-	-
Total	30	100
Experience (Years)		
<5	16	53.3
6-10	6	20.0
11-15	1	3.3
16-20	5	16.7
>21	2	6.7
Total	30	100

Source: Survey Data 2019

According to table 4.1, the majority of respondents (leaders) were made up of 14 male leaders and 16 female leaders from No (3) Steel Mill and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant. It was classified into five age groups. The subject group aged for under 25 years accounted for 3.3%, 25-34 years accounted for 30%, 35-44years accounted for 40%, 45-54 years accounted for 16.7%, and above 55 years accounted for 10% respectively in selected two steel mills. In the education level, 3.3% of leaders were undergraduates,90% of leaders were graduates, 6.7% of leaders were masters respectively in two steel mill. In the working experience, 53.3% of leaders were under 5 years, 20% were 6-10 years, 3.3% were 11-15 years, 16.7% were 16-20 years, and 6.7% were over 21 years respectively inselected two steel mills.

Table 4.2 presents the majority of respondents (subordinates) were made up of 66 male subordinates and 49 female subordinates from No (3) Steel Mill and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant. It was classified into five age groups. The subject group aged for under 25 years accounted for 1.7%, 26-34 years accounted for 38.3%, 35-44years accounted for 37.4%, 45-54 years accounted for 18.3%, and above 55 years accounted for 4.3% respectively in selected steel mills. In the education level, 49.6% of subordinates were undergraduates and 50.4% of subordinates were graduates respectively in two steel mills. In the working experience, 43.5% of employees were under 5 years, 32.2% were 6-10 years, 9.6% were 11-15 years, 7.8% were 16-20 years, and 7% were over 21 years respectively in selected two steel mills owned by MEC.

Table 4.2 Demographic Profile of Subordinates in Selected Steel Mills

Particular	Frequency	Percentage
Gender		
Male	66	57.4
Female	49	42.6
Total	115	100
Age (Years)		
<25	2	1.7
26-34	44	38.3
35-44	43	37.4
45-54	21	18.3
>55	5	4.3
Total	115	100
Education Level		
Undergraduate	57	49.6
Graduated	58	50.4
Master	-	-
PhD	-	-
Total	115	100
Experience(Years)		
<5	50	43.5
6-10	37	32.2
11-15	11	9.6
16-20	9	7.8
>21	8	7.0
Total	115	100

Source: Survey Data 2019

4.3 Analysis of the Leadership Styles

In every organization managing, leadership style is an important role. In this study, the leadership styles of leaders are measured by transformational leadership styles, transactional leadership styles, work-oriented leadership styles, and people-oriented leadership styles. Questionnaires for leadership styles were sent to both leaders to be assessed by self and subordinates to perceive their leaders' leadership styles in Steel Mills. Each questions has its own statements that the respondents describe their self-perceived level on these statements by Five-Point Likert Scale (1=Not at all, 2=once in a while, 3-sometimes, 4= fairly often, and 5= frequently if not always).

Table 4.3 Level of Transformational Leadership Style

Transformational Leadership Style	Leader Practice		Subordinate Perception	
	Mean	Standard Deviation	Mean	Standard Deviation
Idealized Influence	4.2167	.58255	3.9087	.65421
Inspirational Motivation	4.4667	.54033	3.8565	.94536
Intellectual Stimulation	4.1167	.66544	3.4348	1.08927
Individualized Consideration	3.8333	.80230	3.4739	.95936
Overall	4.1583	.46993	3.6685	.71137

Source: Survey Data 2019

Table 4.3 described the leader practice and subordinate perception on transformational leadership style. Transformational leaders generate or stimulate subordinates' morale and encourage subordinates to use their abilities in their workplace. The overall mean value is 4.1583 by leaders practice and 3.6685 by subordinate perception. By result, leaders in steel mills owned by MEC practice transformational leadership style because its mean score is above 3. According to leaders practice, leaders do idealized influence, inspirational motivation, intellectual

stimulation, and individualized consideration since their mean scores are between 3.41 and 4.2 (Koobgrabe et al, 2008). Among them, leaders more do inspirational motivation and its mean score is4.4667 meaning thatleaders from steel mills inspire and appeal to his subordinates through articulating the vision in a charismatic manner. According to subordinate perception, leaders dotransformational leadership characteristics since their mean scores are between 3.41 and 4.2 (Koobgrabe et al, 2008).Among them, leaders more doidealized influence and its mean score is 3.9087 meaning that leaders exhibit views, believe in their subordinates and appeal to their subordinates.

Table 4.4 Level of Transactional Leadership Style

Transactional Leadership Style	Leader Practice		Subordinate Perception	
	Mean	Standard Deviation	Mean	Standard Deviation
Contingent Reward	4.1667	.59209	3.5478	.97652
Management by Exception	4.2778	.66715	3.8029	.81757
Overall	4.2222	.51292	3.6754	.77700

Source: Survey Data 2019

Table 4.4 described the leader practice and subordinate perception on transactional leadership style. Transactional leaders exchange between the leaders and subordinates in order to achieve a stated objective or goal. The overall mean value is 4.2222by leaders practice and 3.6754by subordinate perception. By result, leaders in steel mills owned by MEC practice transactional leadership style because its mean score is above 3. According to leaders practice, leaders do contingent reward, management by exceptionsince their mean scores are between 3.41 and 4.2 (Koobgrabe et al, 2008). Among them, leaders more do management by exception and its mean score is4.2778. According to subordinate perception, leaders dotransactional leadership characteristics since their mean scores are between 3.41 and 4.2 (Koobgrabe et al, 2008).Among them, leaders more doidealized influence and

its mean score is 3.9087.As a result, leaders from steel mills focus on identification and handling of cases that deviate from standards in the organization.

Table 4.5 Level of Work-oriented Leadership Style

Types of Leadership Styles	Leader Practice		Subordinate Perception	
	Mean	Standard Deviation	Mean	Standard Deviation
Make suggestions about how to solve problems	4.6000	.67466	3.6783	1.21068
Develop a plan of action for the group	4.1000	1.06188	3.9826	1.03435
Define role, responsibility and perspective for each group member	4.4667	.57135	4.1130	.96214
Provide criteria for what is expected of the group	4.2333	.81720	3.8783	1.06085
Encourage group members to do high-quality work	4.5000	.62972	4.3304	.81350
Provide a plan for how the work is to be done	4.5000	.50855	4.0957	1.05941
Overall	4.4000	.46030	4.0130	.70509

Source: Survey Data 2019

Table 4.5 described the leader practice and subordinate perception on work-orientedleadership style. Work-oriented leaders focus on the work that needs to be performed in order to meet certain goals, or to achieve certain performance standards in the organization. The overall mean value is 4.4000 by leaders practice and 4.0130by subordinate perception. By result, leaders in steel mills owned by MEC practice work-oriented leadership style because its mean score is above 3. According to leaders practice, leaders do work-oriented leadership characteristics since their GFmean scores are between 3.41 and 5.00 (Koobgrabe et al, 2008). Among them, leadersencourage group members to do high-quality workandprovide a plan for how

the work is to be doneand their mean score is 4.5000. According to subordinate perception, leaders dowork-oriented leadership characteristics since their mean scores are between 3.41 and 5.00 (Koobgrabe et al, 2008).Among them, leaders encourage group members to do high-quality work and its mean score is 4.3304.

Table 4.6 Level of People-oriented Leadership Style

People-oriented Leadership Style	Leader Practice		Subordinate Perception	
	Mean	Standard Deviation	Mean	Standard Deviation
Respond favorably to suggestions made by others	4.6000	.67466	3.6783	1.02211
Act friendly and fairly with members of the group	4.2333	.77385	3.8174	.94203
Show concern for the well-being of others	4.3333	.54667	3.7565	1.11285
Show flexibility in making decisions	4.4000	.72397	3.6696	.98872
Disclose thoughts and feelings to group members	4.4333	.62606	3.5826	1.31778
Help others in the group feel comfortable	4.0667	.78492	3.6261	1.03839
Overall	4.0333	.80872	3.6884	.67304

Source: Survey Data 2019

Table 4.6 described the leader practice   and subordinate perception on people-orientedleadership style. People-oriented leaders focus on the job satisfaction, motivation, organizational commitment, employee's turnover and work-life balance of the employees in the organization. The overall mean value is 4.0333 by leaders practice and 3.6884 by subordinate perception. By result, leaders in steel mills owned by MEC practice people-orientedleadership style because its mean score is above 3. According to leaders practice, leaders do people-oriented leadership characteristics since their mean scores are between 3.41 and 5.00 (Koobgrabe et al, 2008). Among

them, leaders disclose thoughts and feelings to group members and its mean score is 4.4333. According to subordinate perception, leaders dopeople-oriented leadership characteristics since their mean scores are between 3.41 and 5.00 (Koobgrabe et al, 2008).Among them, leaders act friendly and fairly with group members and its mean score is 3.8174.

Table 4.7Analyzing the Practice of Leadership styles in Steel Mills

Types of Leadership Styles	Leader Practice		Subordinate Perception	
	Mean	Standard Deviation	Mean	Standard Deviation
Transformational	4.1583	.46993	3.6685	.71137
Transactional	4.2222	.51292	3.6754	.77700
Work-oriented	4.4000	.46030	4.0130	.70509
People-oriented	4.2500	.44796	3.6884	.67304

Source: Survey Data 2019

Table 4.7 descries leadership styles used by leaders of selected two steel mills owned by MEC from the leaders' point of view andsubordinate perception. As leaders practice results,leaders used mostly work-oriented leadership style which the leader focuses on the work that need to be performed in order to meet certain goals, or to achieve a certain performance standard in two mills and its mean score is 4.4000. Leaders focus on completing necessary work in order to reach organizational targets. People-orientedleadership style is secondly most used by creating teams that everyone wants to be a part of and team members are often more productive and willing to take risks and its mean score is 4.2500. Transactional and transformational leadership styles are used thirdly and fourthly in steel mills and their mean scoresare 4.1583 and 4.2222.

As subordinate perception results, leaders from Steel Mills most used work-oriented leadership style, and secondly most used people-oriented leadership style and their mean scores are4.0130 and 3.6884. It is said that leaders of steel millsfocus on the work that need to be performed in order to meet certain goals, or to achieve a

certain performance standard by defining the work and the roles required, putting structures in place, and planning, organizing, and monitoring progress within the team.Leaders thirdly and fourthly used transactional and transformationalleadership styles and their mean scores are 3.6685 and 3.6754.It can be found that leader used and subordinates perception are the same.

4.4   Analysis of the Employees' Job Satisfaction

In this study, employees' job satisfaction was measured by empowerment,fringe benefits, co-worker, supervision, communication, contingent reward, and health and safety. Each questions has its own statements that the respondents describe their self-perceived level on these statements by Five-Point Likert Scale (1=strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, and 5= strongly agree). The following table describes mean score and standard deviation of each category of each job satisfaction factor. If mean value of job satisfaction factors indicates above 3, it can assumed that employees are highly satisfied and when mean value indicates below 3, it can be assumed that employees are not satisfied.

Table 4.8Analyzing the Employees' Job Satisfaction

Categories of Job Satisfaction	Mean	Standard Deviation
Empowerment	3.6087	.85528
Fringe Benefits	3.6826	.52286
Co-worker	3.1739	.65909
Supervision	3.2261	.55505
Communication	3.2130	.46858
Contingent Reward	3.3348	.83172
Health and Safety	3.3609	.75958
Overall	3.3714	.41952

Source: Survey Data 2019

Table 4.8 shows the level of employees' job satisfaction in steel mills owned by MEC. According to table,the overall mean value of job satisfaction is 3.3714. As a result, employees of two Steel Mills are moderately satisfied in each seven job satisfaction categories.Among them, the most satisfied job factor is fringe benefits and its mean score is 3.6826. The secondly most job satisfaction category is empowerment and its mean score is 3.6087.Health and safety is the thirdly most job satisfaction category and its mean score is 3.3609. And then the lastjob satisfaction category is co-worker and its mean score is 3.1739.

4.5   Assessment of Reliability

To assess the reliability, the variables included transformational, transactional, work-oriented, people-oriented leadership styles, and job satisfaction. Internal consistency is a part of reliability of a study, which is a necessity for measures to be valid (Saunders et al., 2012). Cronbach's alpha is a reliability coefficient thatindicates how well items in a set are positively correlated to one another (Sekaran, 2003). A commonly accepted thump is that Cronbach's alpha value of 0.6-0.7 indicates acceptable reliability, 0.8-0.95 indicates good reliability, and 0.95 and higher are not necessarily desirable, as this indicates that items may be entirely redundant.

Table 4.9 Analyzing the Reliability Statistic

Items	No. of Items	Cronbach's Alpha
TransformationalLeadership Style	8	.802
TransactionalLeadership Style	6	.719
Work-orientedLeadership Style	6	.773
People-oriented Leadership Style	6	.688
Job Satisfaction	14	.729

Source: Survey Data 2019

According to table 4.9, it could be observed that of transformational leadership style is the highest at 0.802 indicating that this is good reliability because of higher than 0.8. The alpha value transactional leadership style, work-oriented leadership style, and job satisfaction are 0.7 and at 0.719, 0.773, and 0.729indicating that this is reliability. The alpha valuepeople-orientedleadership style is 0.688 indicating that this isacceptable reliabilitybecause of higher than 0.6. Therefore, these factors are internally consistency and reliability to analyze, the effect of leadership styles on employees' job satisfaction in Steel Mills owned by MEC.

4.6   The Effect of Leadership Styles on Job Satisfaction

In this section, the effect of leadership styles on employees' job satisfaction in No (3) Steel Mill and High Tension Steel Bolts, Nuts and Washers Plant is analyzed. The correlation and regression models are applied in this study.

(1) Correlation between Leadership Styles and Employees' Job Satisfaction

The correlation coefficient is a numerical measure of some type of correlation, meaning statistical relationship between two variables. The correlation coefficient is assumed in the range from -1 to $+1$, where -1 indicates the perfect negative correlation and $+1$indicatesperfect positive correlation.

Table 4.10 Correlation between leadership styles and job satisfaction

Types of Leadership Styles	Job Satisfaction
TransformationalLeadership Style	.593** .000
TransactionalLeadership Style	.520** .000
Work-orientedLeadership Style	.444** .000
People-orientedLeadership Style	.448** .000

Source: Survey Data 2019

Note; ** and * indicate 1% and 5% significance level, respectively

Table 4.10 describes the relationship between leadership styles andemployees' job satisfaction. Variables include transformational, transactional, work-oriented, people-oriented leadership styles, and job satisfaction. According to Table, the correlation between transformational leadership style and job satisfaction is 0.593significant at 1% level, meaning high strongly positive relationship betweentransformational leadership style and job satisfaction as a result. The correlation between transactional leadership style and Job Satisfaction is 0.520 significant at 1% level, meaning high fairly positive relationship between transactional leadership style and job satisfaction. The correlation between work-oriented leadership style and job satisfaction is 0.444 significant at 1% level, meaning fairly positive relationship between work-oriented leadership style and job satisfaction.The correlation between people-oriented leadership style and job satisfaction is 0.448 significant at 1% level, meaning fairly positive relationship between people-oriented leadership style and job satisfaction. As a result, all variables are highly positively correlated and significant at 1%. There can be multicollinearity in this model. Hence, variance inflation factor test can indicate in this model and VIF task is analyzed. Regarding the VIF test, values are less than four. Therefore, there was no multicollinearity in this model. To test the effect of leadership styles on employees' job satisfaction, linear regression model is applied.

(2) Regression Analysis of Leadership Styles on Job Satisfaction

To analyze the effect of leadership styles on employees' job satisfaction, multiple regression model is applied. Multiple regression analysis is predictive analysis that is used to explain the relationships between two or more independent variables and single dependent variable. In multiple regression analysis, transformationalleadership style, transactionalleadership style, work-orientedleadership style, people-oriented leadership stylewere used asindependent variables and job satisfaction was used as dependent variable.

Table 4.11Regression Analysis of Leadership Styles on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.219	.193		11.523	.000
Transformational	.436**	.115	.739	3.804	.000
Transactional	.050	.077	.092	.649	.518
Work-oriented	-.081	.084	-.136	-.963	.338
People-oriented	-.083	.089	-.133	-.930	.354
R Square	.367				
Adjusted R Square	.344				
F Value	15.919**				
P Value	.000				

Dependent Variable: Job Satisfaction

Source: Survey Data 2019

Note; ** and * indicate 1% and 5% significance level, respectively

Table 4.11 shows that leadership styles which contribute to the high level of employees' job satisfaction of selected steel mills. By results, an R Square of 36.7% reveals that 36.7% of the data fit betweenleadership styles andjob satisfaction. The Adjusted R Square value is 0.344 indicates that 34.4% of variation in the effect of leadership styles on employees' job satisfaction. The value of F value and P value, the overall significance of this model is highly significant at 1% level.

According to results, transformational leadership style highest positively contributestoemployees' job satisfaction and significant at 1% level. It can be concluded that employees' job satisfaction is importantly regressed on transformational leadership style. Transactional, work-oriented, people-oriented leadership styles don't contribute to employees' job satisfaction. Hence, leaders motivate and increase confidence in the subordinates to perform their jobs, motivate the subordinates in approaching the problems in a different way, and train and guide their subordinates to develop their potentiality and performance at work.

CHAPTER V
CONCLUSION

The chapter provides the findings derived from the studying of the effect of leadership styles on employees' job satisfaction in Steel Mills owned by Myanmar Economic Corporation (MEC).and makes suggestions. This study also includes the needs for further study.

5.1   Findings

This study analyzes the effect of leadership styles on employees' job satisfaction in Steel Mills owned by Myanmar Economic Corporation (MEC). There are two objectives in this study; to identify the leadership styles of leaders and, to explore the effect of leadership styles on employees' job satisfaction in Steel Mills owned by Myanmar Economic Corporation (MEC). To achieve these objectives, the study is based on the primary data. Sample of all leaders and 115 employees from two selected mills including No. (3) Steel Mill; and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant were selected by using simple random sampling method. By the respondents' background, 66.7 of leaders and 60% of subordinates are above 34 years old indicating that most of MEC steel mills employees are old generation and they have good leadership skills, loyal, a good work ethic, and strong networks. Although most are old, 53.3% of leaders and 43.5% of subordinates are under 5 years working experiences because some are transferred from Tadmadaw.

According to descriptive analysis of leadership styles, leaders of Steel Mills owned by Myanmar Economic Corporation (MEC) most use the work-oriented leadership style and secondly most use the people-oriented leadership style from the perceived leadership styles of leaders. From the subordinates' point view, work-oriented leadership style is mostly used and people-oriented leadership style is secondly most used in Steel Mills owned by Myanmar Economic Corporation (MEC). By study, leaders' point of view and subordinates' point view are the same in steel mills. It can be assumed that leadersfrom steel mills focus on the work that needs to be performed in order to meet certain goals, or to achieve a certain performance standard and less concerned with the subordinates, who are actually the critical agents to achieve the desired goals; and then focus on supporting, motivating and developing

their subordinates and encourage teamwork and collaboration, by building positive relationships and encouraging communication in the steel mills.

By the job satisfaction result, employees of Steel Mills owned by Myanmar Economic Corporation (MEC) moderately satisfy their work by studying general seven factors including empowerment, fringe benefit, co-worker, supervision, communication, contingent reward, and health and safety. According to analysis, employees are more satisfied fringe benefits system and secondly satisfied empowerment of their workplace. It indicates that employees of steel mills are more satisfied on non-wages compensation provided to them in addition to their wages and salaries and them they are satisfied to the degree of autonomy and self-determination than other factors.

In the study of the effect of leadership styles on employees' job satisfaction, the correlation results show that transformational leadership style, transactional leadership style, work-oriented leadership style, and people-oriented leadership style; and job satisfaction are highly positive relationship. Among them, transformational leadership style is strongest positive relationship with job satisfaction than transactional leadership style, work-oriented leadership style, and people-oriented leadership style. It can be found that leadership styles andemployees' job satisfaction are highly positively correlated.

According to multiple regression analysis, the effect of leadership styles on employees' job satisfaction model is highly significant by the F value and P value. As result, transformational leadership style highest positively contributes to employees' job satisfaction and significant at 1% level and transactional, work-oriented, people-oriented leadership styles don't contribute to employees' job satisfaction. It can be assumed that when leaders generate or stimulate subordinates' morale, encourage subordinates to use their abilities pay attention to the concern and development needs of individual subordinate, subordinates are highly satisfied to their organization.

5.2   Suggestions

Steel production puts a lot of stress on both people and machine, and low quality steel causes dangers to the environment and thus need appropriate leadership styles that satisfied to their subordinates in the organization. Hence, leaders in Steel Mills owned by Myanmar Economic Corporation (MEC) are using mostly work-

oriented leadership style and secondly most use people oriented leadership style. Work-oriented leaders delegate assignments, set clear processes and issue deadlines to ensure all group members remain focused and deliver their part of the project within the designated time to produce outputs. People-oriented leadership invites creativity, innovation, and fresh thinking and foster positive relationships with subordinates.

According to study, it is suggested that leaders of steel mills owned by MEC should preferably practice transformational leadership style because subordinates of steel mills are more satisfied to their work when leaders practice the transformational leadership style. It is suggested that leaders of steel mills give their subordinates opportunities to deviate themselves from the conventional ways of doing things, in order to do things more enthusiastically. To satisfy the subordinates of steel mills, leaders should use transformational leadership style than transactional, work-oriented, people-oriented leadership styles.In future, leaders from steel mills owned by MEC should gradually change their using work-oriented leadership style totransformational leadership style by training and experience. Leaders also should focus on employee relationships which makes employees feel that they make a difference in the steel mill.

5.3   Needs for Further Study

This study emphasized the effect of leadership styles on employees' job satisfaction of Steel Mills owned by Myanmar Economic Corporation (MEC). In this study, two steel millsare selected that isNo. (3) Steel Mill and High Tension Steel Bolts, Nuts and Washers Manufacturing Plant under MEC because MEC is a leader of steel producers in Myanmar with five steel mills and total capacity of 850,000 tons per year. The findings of this study could be share with other three steel mills under MEC. It may help the leaders to practice appropriate leadership styles according to the time, situation and organization in MEC. The future study could be to examine the influencing factors such as motivation, performance, engagement, change, organizational behavior, organizational commitment, and employee turnover of leadership styles of leaders in steel mills owned by Myanmar Economic Corporation (MEC).

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APPENDIX A

Multifactor Leadership Questionnaire and Style Questionnaire (For Leaders)

This survey will help you to describe your leadership styles as you perceive it. From item A1 to 10 indicate to your profile. For items B1 through indicate what you actually do. If an item is irrelevant, or if you are unsure or do not know the answer, leave it blank.

A

1. Gender   Male ☐   Female ☐

2. Age (Years)   <25   25-34   35-44

         45-54   >54

3. Educational Level (Name of Degree)

   Bechelor   _____

   Master   _____

   Doctor   _____

   Any Other   1. _____

         2. _____

         3. _____

4. Tenure of Current organization(Years)   _____

Key

1-Not at all **2**- Once in a while   **3**-Sometimes **4**-Fairly often **5.**Frequently, if not always

B

SR No	Dimensions					
1.	I made other feel good to be around me.	1	2	3	4	5
2.	I tell others what to do if they want to be rewarded for their work.	1	2	3	4	5
3.	I make suggestions about how to solve problems.	1	2	3	4	5
4.	I respond favorably to suggestions made by others.	1	2	3	4	5
5.	Others have complete faith in me.	1	2	3	4	5
6.	I provide recognition/rewards when others reach their goals.	1	2	3	4	5
7.	I develop a plan of action for the group.	1	2	3	4	5
8.	I act friendly and fairly with members of the group.	1	2	3	4	5
9.	I express with a few simple words what we could and should do.	1	2	3	4	5
10.	I call attention to what others can get for what they accomplish.	1	2	3	4	5
11.	I define role, responsibility and perspective for each group member.	1	2	3	4	5
12.	I show concern for the well-being of others.	1	2	3	4	5
13.	I help others find meaning in their work.	1	2	3	4	5
14.	I am satisfied when others meet agreed-upon standards.	1	2	3	4	5

15.	I provide criteria for what is expected of the group.	1	2	3	4	5
16.	I show flexibility in making decisions.	1	2	3	4	5
17.	I enable other to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, I do not try to change anything.	1	2	3	4	5
19.	I encourage group members to do high-quality work.	1	2	3	4	5
20.	I disclose thoughts and feelings to group members.	1	2	3	4	5
21.	I get others to rethink ideas that they had never questioned before.	1	2	3	4	5
22.	I tell others the standards they have to know to carry out their work.	1	2	3	4	5
23.	I provide a plan for how the work is to be done.	1	2	3	4	5
24.	I help others in the group feel comfortable.	1	2	3	4	5
25.	I help others develop themselves.	1	2	3	4	5
26.	I let others know how I think they are doing.	1	2	3	4	5

APPENDIX B

Subordinate Questionnaire

1. Gender   Male ☐   Female ☐

2. Age(Years)   <25 ☐   25-34 ☐   35-44 ☐   45-54 ☐   >54 ☐

3. Education Level

4. Current Designation(Department)

5. Present working experience(Years)

To describe the leadership styles of your supervisor as you perceive it.

Key

1-Not at all**2**- Once in a while   **3**-Sometimes   **4**-Fairly often**5.**Frequently, if not always

SRNo	Dimensions					
1.	Made other feel good to be around him/her..	1	2	3	4	5
2.	Tell others what to do if they want to be rewarded for their work.	1	2	3	4	5
3.	Make suggestions about how to solve problems.	1	2	3	4	5
4.	Respond favorably to suggestions made by others.	1	2	3	4	5
5.	You have complete faith in him/her.	1	2	3	4	5
6.	Provide recognition/rewards when others reach their goals.	1	2	3	4	5
7.	Develop a plan of action for the group.	1	2	3	4	5

8.	Act friendly and fairly with members of the group.	1	2	3	4	5
9.	Express with a few simple words what we could and should do.	1	2	3	4	5
10.	Call attention to what others can get for what they accomplish.	1	2	3	4	5
11.	Define role, responsibility and perspective for each group member.	1	2	3	4	5
12.	Show concern for the well-being of others.	1	2	3	4	5
13.	Help others find meaning in their work.	1	2	3	4	5
14.	He/She is satisfied when others meet agreed-upon standards.	1	2	3	4	5
15.	Provide criteria for what is expected of the group.	1	2	3	4	5
16.	Show flexibility in making decisions.	1	2	3	4	5
17.	Enable other to think about old problems in new ways.	1	2	3	4	5
18.	As long as things are working, he/she do not try to change anything.	1	2	3	4	5
19.	Encourage group members to do high-quality work.	1	2	3	4	5
20.	Disclose thoughts and feelings to group members.	1	2	3	4	5
21.	Get others to rethink ideas that they	1	2	3	4	5

	had never questioned before.					
22.	Tell others the standards they have to know to carry out their work.	1	2	3	4	5
23.	Provide a plan for how the work is to be done	1	2	3	4	5
24.	Help others in the group feel comfortable.	1	2	3	4	5
25.	Help others develop themselves.	1	2	3	4	5
26.	Let others know how he/she think they are doing.	1	2	3	4	5

Job Satisfaction Survey

Please rate the one number that shows agreement or disagreement with the following statement about the emotional condition toward organization.

1= Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4= Agree, 5= Strongly Agree

No.	Statement					
1.	The benefits that receive are as good as most other organizations offer.	1	2	3	4	5
2.	I like the people I work with.	1	2	3	4	5
3.	My supervisor is quite competent in doing his or her job.	1	2	3	4	5
4.	Communications seem good within this organization.	1	2	3	4	5
5.	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6.	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7.	I like doing the things I do at work.	1	2	3	4	5
8.	The benefit package we have is equitable.	1	2	3	4	5
9.	There is too much bickering and fighting at work.	1	2	3	4	5
10.	My supervisor is unfair to me.	1	2	3	4	5
11.	Work assignments are not fully explained.	1	2	3	4	5
12.	There are fewrewards for those who work here.	1	2	3	4	5
13.	The goals of this organization are not clear to me.	1	2	3	4	5
14.	I feel a sense of pride in doing my job.	1	2	3	4	5

APPENDIX C

An Interpretation of the Likert Scale (Koobgrabe et al, 2008)

The Average Score Between	Interpretation of Respondent Option
4.21-5.00	The Highest
3.41-4.2	High
2.61-3.4	Moderate
1.81-2.6	Low
1.00-1.8	The Lowest

APPENDIX D

Regression Analysis of Leadership Styles on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606[a]	.367	.344	.33988

a. Predictors: (Constant), People-oriented, Transactional, Work-oriented,
Transformational leadership styles

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.356	4	1.839	15.919	.000[b]
	Residual	12.707	110	.116		
	Total	20.063	114			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), People-oriented, Transactional, Work-oriented,

Transformational leadership styles